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County of Los Angeles



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MARVIN SOUTHARD, D.S.W.
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SHERYL SPILLER
Director, Public Social Services

RICHARD D. WEISS
Acting County Counsel

April 28, 2015

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

REQUEST TO APPROVE A CONTRACT WITH IMAGINE LA FOR A PILOT MENTORSHIP AND SUPPORT PROGRAM FOR PREGNANT AND PARENTING TRANSITION AGE YOUTH (TAY) FAMILIES (ALL SUPERVISORIAL DISTRICTS) (3 VOTES)

SUBJECT

This is to request the Board's approval of a funding allocation from non-county-cost surplus funds available through the County's Children's Trust Fund (AB 2994), for a two-year countywide pilot program, and delegated authority for the Director of the Department of Children and Family Services (DCFS) to execute a contract with Imagine LA for the provision of mentorship and support program services to pregnant and parenting transition age youth (TAY) families who are exiting the foster care system. The term of the contract will be two years with an option to renew for an additional year.

IT IS RECOMMENDED THAT THE BOARD:

1. Delegate authority to the Director of DCFS, or his designee, to execute a contract with Imagine LA for the provision of mentorship and support services to pregnant and parenting TAY families exiting the Los Angeles County foster care system. The total cost of the contract is \$202,000, financed using the County Children's Trust Fund (AB 2994). The term of the contract will be two years with an option to renew for an additional year. Before execution of the contract, approval will be obtained from County Counsel. The Board and the CEO will be notified within 10 days of the execution of the contract.

ADOPTED

4024 N. DULFEE AVENUE
EL MONT, CA 91732
(626) 441-1111
Email: ican@lacounty.gov
DEANNE TILTON DUFFEE
Executive Director

30 April 28, 2015

PATRICK OGAWA
ACTING EXECUTIVE OFFICER



2. Delegate authority to the Director of DCFS, or his designee, to exercise the one-year contract renewal option by written notice, and instruct the Director of DCFS to notify the Board and the CEO within ten days of issuing the written notice to the contractor.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Background

In 1982, the Governor of California signed into law two bills aimed at preventing and treating child abuse and neglect. The first bill, Assembly Bill (AB)1733/Papan (Chapter 1398, Statutes of 1982), authorized the allocation of state funding to counties for child abuse prevention and intervention services offered by public and private, non-profit agencies.

The second bill, AB 2994/Imbrecht (Chapter 1399, Statutes of 1982), established a County Children's Trust Fund for the purpose of funding child abuse and neglect prevention and intervention programs operated by private, nonprofit organizations. AB 2994 requires that four dollars of any fee for a certified copy of a birth certificate shall be paid to a County Children's Trust Fund.

These bills also provide for a designated multi-disciplinary child abuse council in each County to develop and recommend funding priorities for the Children's Trust Fund to the Board of Supervisors. In Los Angeles County, ICAN is the designated child abuse council.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

DCFS has the responsibility for monitoring available funds in the County's Children's Trust Fund established by AB 2994. Approximately seven years ago, DCFS notified ICAN that there was a surplus of funds available in the Trust fund. Since that time there have been specialized programs developed and funded in all five Supervisorial Districts.

The five current programs funded by the Children's Trust Fund providing services in each Board District are: (1) Child Abuse Prevention and Early Intervention Project for Developmentally Disabled Children in the First District; (2) Specialized Services in Response to the Commercial Sexual Exploitation of Children in the Second District; (3) Family Visitation Center and Safe Child Custody Exchange Program in the Third District; (4) Incarcerated Parents Visitation Program in the Fourth District, and (5) Family Visitation Center and Safe Child Custody Exchange Program in the Fifth District.

At the request of a member of both the Commission on Children and Families and the Transition Team for the Blue Ribbon Commission on Child Protection, ICAN, in conjunction with high-level staff from DCFS, met with the President/CEO and the Associate Executive Director of Imagine LA to discuss funding a pilot project to provide

mentoring and support services to pregnant and parenting TAY families exiting foster care. The need for specific services for this population has long been a concern of ICAN, which has a task force dedicated to identifying and providing services to pregnant and parenting youth. DCFS' Youth Development Services Section, and the Office of Clinical Resources and Services were brought into this conversation, as they have been working to identify services to assist youth who are receiving Extended Foster Care (EFC) services, and youth who are either pregnant or already parenting young children.

The proposal submitted by Imagine LA is for a 2-year pilot project, which will develop a model for provision of mentoring and supportive services for pregnant and parenting TAY families with the goal of leveraging additional funds to apply this model on a larger scale in the future. The program is envisioned to be a specialized collaborative effort between DCFS community partners, DCFS, and the ICAN Pregnant and Parenting Teen Task Force.

The contract will include a provision for a one-time payment of \$15,000, included in the total contract sum of \$202,000, for start-up costs. The remainder of the payments will be made monthly in arrears over a 3-year period, assuming the County exercises the one year extension, as TAY families may join the program in the middle of the first year and need the third year to graduate from the two-year program.

The recommended organization, Imagine LA, is a non-profit organization dedicated to utilizing volunteers to help end family homelessness and preventing child abuse and neglect in families at risk in Los Angeles County. According to the proposal and budget submitted by Imagine LA, and enclosed as Attachment I, "there are 7,400 family members experiencing literal homelessness, and two-thirds are children. Imagine LA's mission is to empower these families to transition from homelessness to self-sufficiency by addressing the underlying problems to permanently break this cycle."

Imagine LA's two-year Family Mentorship Program provides the resources, relationships and support a family needs to permanently exit homelessness and thrive. Imagine LA will serve pregnant and/or parenting youth families who are ready to exit Extended Foster Care (EFC) services, as available through Assembly Bill 12 (AB 12). Pregnant and parenting young adults exiting DCFS supervision under AB 12 may still need intensive supportive services to ensure the family unit stays intact, and that the children of these youth do not enter DCFS as the next generation of abused and neglected children/youth. It is designed to help break the cycle of abuse that has been clearly identified as a risk factor for those who have been involved in the child welfare system. Imagine LA will provide families with a unique array of supportive services that will focus on known factors that often lead to child abuse and neglect.

As indicated in their proposal, the Imagine LA Pilot Family Mentorship and Support Program will accept TAY families who are enrolled in EFC services through AB 12, are between the ages of 18 and 21 and choose to participate in the pilot services to be provided by Imagine LA. Imagine LA cites the Conrad H. Hilton's November 2011 "Young Adult Outcomes of Youth Exiting Dependent or Delinquent Care in Los Angeles County" study, which demonstrates that a significant number of foster youth exiting the

child welfare system as young adults are very vulnerable and face severe life challenges within four years of leaving the system.

An additional goal for this pilot program is, in conjunction with DCFS, to establish and enhance existing partnerships and referral linkages to other County departments who have the types of support programs that the families will need, including but not limited to: mental health services, health and substance abuse services, credit/identity theft remedial services and family support services.

Although the numbers change from month to month, recent data from DCFS indicate that there are a total of at least 200 parenting youth under DCFS supervision. The TAY families who are likely to exit the child welfare system in 2015 are the project's target population. The DCFS Youth Development Services Section and the DCFS Office of Clinical Resources Bureau will help to identify youth who are appropriate for these services and willing to participate in the program.

The hope is that these prospective program candidates are already participants in Extended Foster Care (EFC) and that they have individualized self-sufficiency case management plans in place, including dependency exit planning, and that each family is living in permanent housing at the time of entry into the pilot family mentorship services. However, the youth will not be prohibited from entering the pilot program if these plans are not in place. DCFS expects to assist the youth in obtaining permanent housing through the use of available Section 8 housing vouchers.

It is important to point out that the services provided by Imagine LA will include a vigorous mandatory training, which will prepare volunteer mentors to work with the target population. Volunteers will also undergo a Live Scan background check.

The services to be provided by Imagine LA will be thoroughly evaluated. It is a countywide program and will seek to provide services to youth who have resided within each Supervisorial District. There will be a particular focus on Hollywood and 15 mile radius around Hollywood, as this is the area where Imagine LA has identified the majority of affordable housing available for their formerly homeless families.

FISCAL IMPACT/FINANCING

There is no fiscal impact on the County. AB 2994 funds are birth certificate surcharge funds deposited into the County's Children's Trust Fund. The DCFS Finance Section has assured ICAN that there are sufficient funds available in the Children's Trust Fund to fund this program for two years.

CONTRACTING PROCESS

The services proposed to be provided by Imagine LA went through a significant vetting process completed by ICAN. As with all proposals that come to ICAN through the Child Abuse Prevention and Intervention Treatment Act (CAPIT - AB 1733) or the County's Children's Trust Fund (AB 2994), ICAN engaged in a very serious and lengthy process to review and evaluate the Imagine LA proposal. A special Ad Hoc Group was formed,

and was comprised of numerous diverse ICAN Agencies, as well as Public Counsel and The Alliance for Children's Rights. This Ad Hoc Group held a face-to-face meeting and engaged in an extensive discussion about the proposed services. The Ad Hoc Group made suggestions to clarify and improve the proposal, and these changes were incorporated into the final proposal that is enclosed as Attachment I to this Board letter.

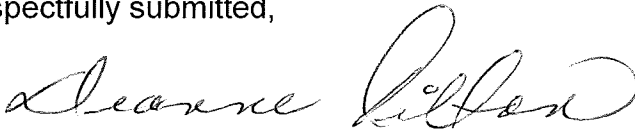
DCFS has responsibility for administering contracts between the County and private, non-profit community-based agencies providing specialized services through utilization of funds from the County's Children's Trust Fund. The overall goal of this funding is to support child abuse prevention, intervention and treatment efforts and activities to help protect the families and children of Los Angeles County. The proposed program seeks to provide specialized services to a target population that is highly in need of these services. Based on the history and success of Imagine LA, these services will address the cycle of abuse that exists for families who have received child welfare services, thus preventing future maltreatment of children of the TAY participating in the program. After receiving Board approval to utilize trust fund monies for these services, DCFS and ICAN will utilize the proposal submitted by Imagine LA to finalize and execute the contract.

CONCLUSION

Upon approval by the Board of Supervisors, it is requested that the Executive Officer/Clerk of the Board send an adopted stamped copy of the Board letter and attachments to:

1. County of Los Angeles
Inter-Agency Council on Child Abuse and Neglect
Attn: Deanne Tilton
4024 N. Durfee Avenue
El Monte, CA 91732

Respectfully submitted,



Deanne Tilton
Executive Director
Inter-Agency Council on Child Abuse and Neglect (ICAN)

DT:es

Enclosure

- c: Sheriff Jim McDonnell, ICAN Co-Chairperson
District Attorney, Jackie Lacey, ICAN Co-Chairperson
Sachi Hamai, Interim Chief Executive Officer
Philip L. Browning, Director, DCFS
Children's Board Deputies



December 16, 2014

Deanne Tilton, Executive Director
Inter-Agency Council on Child Abuse and Neglect (ICAN)
4024 North Durfee Avenue
El Monte, CA 91732

**PROPOSAL FOR AB1733 FUNDING FOR
PILOT MENTORSHIP AND SUPPORT PROGRAM FOR PREGNANT AND
PARENTING TRANSITION AGE YOUTH (TAY) FAMILIES**

Dear Ms. Tilton:

Imagine LA is submitting the following request for a two-year pilot project funding in the amount of \$202,000 for a two year pilot to test out a unique and innovative child abuse and neglect preventative mentorship program to exiting DCFS youth who have children or who are pregnant.

Overview of Imagine LA: Who We Are

Imagine LA is a nonprofit organization dedicated to mobilizing volunteers to end family homelessness and preventing child abuse and neglect to families at risk in Los Angeles. In Los Angeles, there are 7,400 family members experiencing literal homelessness, and two-thirds are children. Imagine LA's mission is to empower these families to transition from homelessness to self-sufficiency by addressing the underlying problems to permanently break this cycle. To accomplish this, Imagine LA has developed an innovative volunteer Family Mentorship Program that matches families exiting homelessness with trained and guided volunteer mentorship teams from companies, faith communities, and other organizations. One Team, One Family.

Imagine LA's two-year Family Mentorship Program provides the resources, relationships and support a family needs to permanently exit homelessness and thrive. Imagine LA Families have experienced homelessness and resided in a shelter or transitional housing facility and are moving into "permanent" housing. These families are vulnerable and at risk of relapsing back into homelessness and are referred to Imagine LA by their transitional housing facility. Each of these facilities has a formal MOU with Imagine LA. Some of the Imagine LA Referral partners include Door of Hope, Westwood Transitional Village, LA Family Housing, etc.

Imagine LA screens and trains our Families and then matches them with teams of volunteers from existing communities (e.g. faith communities and companies). We also train these Volunteer Teams to walk alongside **each** family member and provide one-to-one mentorship in budgeting, tutoring, career development, school support, wellness and more. The Imagine LA program leverages volunteers and existing resources from the community to provide a consistent and stable support team for each family, giving them the foundation they need to break the generational cycle of chronic poverty.

Unique to the Imagine LA program, and central to its success, is its professional staff's ability to highly leverage trained volunteer mentors, tutors and advocates as well as other private in-kind resources from the volunteer's organizations (e.g., faith communities, companies, and other affinities groups). Specifically, each family is matched with a team of trained volunteers (usually a core group of 5 plus others) that work with a family week-in-week-out for up to two years (averaging over 1,000 hours per family). In addition, the volunteers and their organizations often provide private services and donations including: internships & jobs, car repair, dental care, summer camp, legal services, special needs assessment and resources, child development and parenting classes, furniture and household items, back packs / school supplies, computers, new work and school clothes, and holiday gift baskets (ranging from \$5,000 in value per family). Under Imagine LA staff's guidance and with the mentor's urging and accountability, these resources, along with other non-profit and government agency resources, are highly utilized. Typically the value of the volunteer time and private resources that the Imagine LA Family Mentorship program brings to each Family ranges \$25,000 to \$35,000 per family. Subsequently, for this pilot of 10 to 15 TAY Families, the projected Total Value of Volunteer and Private In-Kind Resources will be between \$250,000 and \$525,000.

Imagine LA serves families throughout Los Angeles County, with particular focus in a 15 mile radius around Hollywood (including North Hollywood / Glendale / South LA). These families have recently moved into permanent housing and paying regular month-to-month rent directly to a landlord or landlord representative. The rental unit must meet the HUD definition of permanent housing (not transitional housing).

Since 2008, the innovative Imagine LA mentorship program has had amazing results! Former homeless families are maintaining housing, adults are learning to budget and develop solid career tracks, and kids are thriving and school and finishing high school and going to college. Over the past 6 years, Imagine LA has worked with 59 families (193 individuals), a number of which have been TAY Parents. Imagine LA has worked with dozens of faith communities and now companies, and has collaborated with nearly 100 homeless service providers, social service agencies and funders. Of these graduated families:

- 100% of families maintain permanent housing (nationally, 25% of homeless families return to homelessness based on Los Angeles Housing Services Authority data);

- 75% of families increase their household earned income by graduation (only 12% of LA Section 8 formerly homeless families report income growth, based on HACLA data);
- 100% of youth graduate from high school (50% of homeless youth drop out of high school according to the most recent Los Angeles Unified School District findings);
- 100% of adults and children receive annual medical and dental exams;
- 100% of families report improved conflict resolution skills within the family unit; and
- 100% of non-school-aged children meet age-appropriate developmental standards.

In our first six years, Imagine LA has established itself as the only program in Los Angeles County that has successfully harnessed the civic spirit and resources of faith-based agencies and corporations to provide mentorship teams that assist families in the perilous long-term journey out of homelessness and poverty¹.

When Kim left an abusive relationship, she and her children found enormous challenges. Finding a job was difficult, and the family they were staying with was evicted. "We had no money, food or home," she said. "We slept in our car in a hospital parking lot for several days." Eventually she was introduced to Imagine LA. Kim learned to advocate for herself, followed a budget and went back to school. Imagine LA provided support for her children too. "The mentors gave my children something that even words cannot explain: Having people that cared, people that motivated and encouraged them."

Project Description: Target Population and Preventative Support Services

Imagine LA's Pilot Mentorship and Support Program for Pregnant and Parenting TAY Families will be targeting pregnant and/or parenting teens/young adults leaving the foster care system with a child/children and who have exited Extended Foster Care (EFC), under Assembly Bill 12 (AB12). EFC allows TAY to remain under foster care until the age of 21 to continue to work on their self-sufficiency plans. However, these pregnant and parenting young adults exiting under AB12 still need intensive supportive services to ensure the family unit stays intact and the children of these youth do not enter DCFS as the next generation of abuse and neglected children/youth. The Imagine LA Pilot Family Mentorship Program will accept TAY Families who are enrolled in AB12, are between the ages of 18 and 21 and choose to participate in the Imagine

¹ Our research has shown that there are no programs nationwide that are comparable to Imagine LA. We would hope to see the further expansion of the program incrementally in the coming years.

LA program. If they are under 21 years old, they are also entitled to AB12 support. However, as they transition out of AB12, they will remain in the Imagine LA program for their entire 2 years.

We know from the Conrad H. Hilton's November 2011 "Young Adult Outcomes of Youth Existing Dependent or Delinquent Care in Los Angeles County" study (Dr. Dennis Culhane and team) that a significant number of foster youth exiting the child welfare as young adults are very vulnerable and face severe life challenges within four years of leaving DCFS. These disconcerting results include one third of exiting child welfare youth (total: 2,388) were living in extreme poverty conditions, 20% who had children needing CalWorks benefits and only 25% were consistently employed. Further, Dr. Emily Putnam-Hornstein and her team, in a series of research briefs also funded by the Conrad N. Hilton Foundation, have documented patterns of early and repeat births to youth involved in the child welfare system.²

"Although only a small percentage of teens in foster care give birth in any given year (approximately 4%), tracking births that occur over time provides a more complete picture of the share of foster youth who are parenting during their teens. Among girls in foster care at age 17, more than 25% had given birth at least once during their teens. Among girls in foster care with a first birth before age 18, more than 1 in 3 went on to have a second teen birth."

We are proposing to provide our unique and effective 2 year Family Mentorship Program up to 15 youth/families ("TAY Families"), with a target of 10-12 TAY Families completing the full 2-year program. These TAY Families may be exiting the DCFS system in 2015 and include youth 18 or older who are parenting and/or pregnant. Because the program is voluntary, some of the TAY Families may choose to drop out during the course of the program. Once we are fully "ramped up" we expect to have a minimum of 10 TAY Families in the program at any given time.

One of the goals of this Pilot Program is to end the potential inter-generational cycle of child abuse and neglect situations. Imagine LA will do this by providing TAY Families with a unique array of supportive services that will focus on known factors that often lead to child abuse and neglect: positive parenting skills, employment and housing supportive services, community engagement such as "Mom" breaks and play dates, and social networking. Children will receive support, mentoring and activities as well.

An additional goal of the pilot is for Imagine LA, in conjunction with DCFS, to establish and enhance existing partnerships and referral linkages to other County departments who have the types of support programs the served families will need: including but not limited to mental health services (Department of Mental Health), health and substance abuse services (Public Health), credit/identify theft remedial services (Department of Consumer Affairs) and family support services (Department of Public Social Services).

² E. Putnam-Hornstein et al. (2013). California's most vulnerable parents, A population based examination of maltreatment history among adolescent mothers. Los Angeles, CA : Children's Data Network.

Imagine LA serves families countywide, with a particular focus on Hollywood and a 15 mile radius of Hollywood. We have chosen this focus because this is where the majority of affordable housing is available for our formerly homeless families. Currently, the families we serve reside in all five (5) Supervisorial Districts of Los Angeles County. We also know that the TAY Families we plan to serve are highly mobile, often moving to locations between Supervisorial districts. As such, the project will comprise of participants from all supervisorial districts and will benefit from the project's preventative and supportive services. For the purpose of this pilot, we will broaden our focus to ensure that the project attempts to serve at least two (2) families with origins from each of the Supervisorial districts. Please note that once the Family's place of residence is known, they will be matched with a Team in close proximity to enhance the building of the relationship.

Current data obtained from DCFS highlights that there are a total of 200 parenting youth under DCFS' supervision where the youth's child(ren) is/are residing with them (please note that this is an updated figure, from the figure of 92 parenting youth as previously estimated). The TAY Families who are planning to exit DCFS jurisdiction in 2015 are the project's target population. In addition, it is Imagine LA's understanding that most, if not all, of the prospective program candidates are participants in AB12 -- Extending Foster Care -- program and that individualized self-sufficiency case management plans are in place, including dependency exit planning, and that each TAY Families to be served is living in permanent housing at the time of entry into the pilot Family Mentorship Program. DCFS expects to have access to existing Section 8 housing vouchers. It is anticipated that the TAY Families who enter this pilot project will either have access to Section 8 housing vouchers, if available, or be connected to other permanent supportive housing programs, such as those through First Five LA. With these opportunities in hand, they are more likely to be able to sustain their permanent housing and be successful in their movement towards independent adult self-sufficiency in the communities where they reside.

Imagine LA proposes to be part of the transition planning prior to jurisdiction termination with all appropriate level of DCFS case management staff for every prospective participant interested in receiving the program's supportive services. Imagine LA will jointly participate in the DCFS exit planning process with the TAY Families. This ensures a "warm handoff" of each family that is working with DCFS and entering into the Imagine LA pilot project. All families who participate in the Imagine LA program will be volunteers -- they will participate because they want to make sure they don't repeat the patterns they learned and make some changes in their lives and the lives of their children.

Please note that all mentors attend a mandatory training and undergo a Live Scan background check. In addition to the Imagine LA training and in collaboration with DCFS and their partners, Imagine LA will provide mentors with specialized training on the specific needs of TAY youth.

For every participating TAY Family, the program will provide a mentorship team consisting of:

- Team Liaison, coordinates and oversees the Team, using community resources and services available to them;
- Budgeting Mentor, meets with the youth every 2 weeks – monthly to help work on budgeting, credit repair, savings, and opening bank accounts;
- One-to-one Mentor meets with the youth weekly (and any children in the family over the age of 5) to provide nurturing and coaching. Helps the youth build a sense of community and support. Another mentor helps head of household with career development, job coaching, and education support;
- Historian/Events Planner, documents the progress of the family, sets up regular events such as pot luck meals, parties for birthdays, etc.; and
- Additional mentors, tutors and advocates as needed. These may include tutors for the youth returning to school, support for child care, support for moving, wellness, legal support, etc.

Each family and mentor team will be supported by a professional Imagine LA Family Team Manager (FTM) who oversees the match and provides referrals and linkages. All of the FTMs have experience with severely at-risk adults and families and most have an advanced degree (eg. MSW, MPH, etc) and all are experienced working with sophisticated volunteers. Please note that Imagine LA FTMs and Program Staff, in conjunction with this pilot, will receive any necessary TAY specific training and then incorporate TAY specific training in our Mentor Training.

There are quarterly full family/team meetings to set and celebrate milestones. The FTM also checks in weekly with both the Family and the Team. The mentors and the FTM work with the family to create achievable and structured milestones. And with the team in place, there are many people around to help prevent and deal with crises as they present themselves. In addition to the FTM, Imagine LA has an Associate Executive Director who oversees the matches and participates in weekly Case Review meetings to go over the progress, challenges and successes of the family and the team.

Under Imagine LA's guidance, mentors are trained to link family members to community services; help them enroll and excel in educational opportunities; work with them regarding health and nutrition; and support in parenting and educational opportunities for the children of the family. By meeting with the families weekly, the mentors ensure that the services families need are followed up with and fully utilized. Mentors are available to provide daily support such as helping with transportation to work or school, taking shopping and learning about cost saving methods, helping with cooking and meal planning, or just cheering them on when they need some support. Our mentors are there every step of the way to support the family in all aspects of their lives.

Imagine LA is in a unique position to provide preventative supportive services to these TAY Families exiting the foster care system. Because we provide individualized

mentorship support that is geared towards the unique needs of a person moving into permanent housing for the very first time, our focused volunteer mentors are there to make sure the youth develops the necessary skills needed to not only stay in housing, but to achieve self sufficiency and to thrive. Our family members learn basic skills such as healthy meal planning and cooking, housekeeping, and paying bills on time. Mentors help with babysitting and providing play dates for youngsters. Our unique Family Mentorship Program has had 100% success with our graduates by keeping our families on track, and in housing. No other programs exist to help the family who has moved into permanent housing MAINTAIN their housing and THRIVE.

Our unique job is to provide the missing link and help the family members get the skills necessary to maintain their housing, thus preventing homelessness and neglect. The support of the mentor team helps the youth learn better parenting skills, provides an opportunity to prevent the youth from becoming a family that relapses back into the foster care system, teaches better parenting skills and keeps the family from repeating the cycle of child abuse, neglect and homelessness.

The match will end after 2 years when the family and the team agree that they have met their goals and feel confident that they can move forward. However, the match really never ends. Imagine LA will be available for additional support to participant families as needed. One of the great benefits for families is that usually the members of the team stay connected to the family for years to come.

We plan to bring the TAY Families into the Imagine LA program in a staggered manner. The first co-hort of participants will involve interviewing and meeting with 5 families, who will enter into our program within three months of program implementation. The second co-hort of 5 families will begin to enter into our program within six months of program implementation. We expect to have 10 families enrolled by the sixth month of the program. As families may drop out, we will replace these families, up to a maximum of 15 total families.

Program Eligibility Criteria and DCFS Project Role

DCFS' roles in the project include the early identification of potential candidates for the project and referral and case management planning with Imagine LA with designated staff and interested TAY Families prior to their exiting DCFS jurisdiction, as follows:

- Willingness to actively participate in our 2 year mentorship program;
- Over 18 years old with a child (or are pregnant);
- Are in or have identified housing (to include the consideration of DCFS issued Section 8 vouchers for the target population when they become available);
- Are willing to be transparent about their finances (debt and income);
- Employed at least part-time (and open to full-time employment) and/or in school (at least part time);
- Willing to receive additional assistance/support (not financially);
- Demonstrating that they have the ability to pay all basic household expenses (rent, electricity, gas, food, etc.);
- Able and willing to comply with Imagine LA's policies and procedures;

- Agree to communicate openly with Imagine LA and their assigned mentors;
- Are in active recovery and/or treatment for substance abuse, if there is a history;
- Need additional non-financial support in order to maintain their housing;
- Are at risk of perpetrating the cycle of abuse and neglect; and
- Are enrolled in the County's AB12 program.

Goals and Objectives:

Imagine LA will provide mentorship services to up to 15 TAY Families, with a target of 10-12 TAY Families completing the full 2-year program. At the end of each year of the pilot program, we evaluate the program's effectiveness through these program performance outcomes:

- 75% of the TAY Families will have maintained their permanent housing
- 75% of the TAY Families will either have returned to school or be employed
- 75% of the children in the families will have age-appropriate ASQ scores
- 75% of the TAY Families will not have any new or repeat DCFS cases opened

Budget:

The pilot project will cost \$101,000 annual for each of the two pilot project years for a total budget of \$202,000 or \$8416 monthly, with costs covering the Family Team Manager and the general operations of serving one family. We will provide direct support to the team, direct family expenses in the form of emergency support and operating expenses. We are requesting a one-time advance to ramp up the program, in the amount of \$15,000, which is included in the budget total) in order to recruit, hire and train the Family Team Manager who will be assigned to this pilot project. Our costs are exceptionally low due our amazing ability to leverage support from the community. All our mentors are volunteers. We receive a lot of in-kind donations that we pass on to our families (such as baby clothes, holiday gift baskets, back to school supplies, etc.) as well as leveraging in-kind services such as legal support and human resource consulting.

See attached budget for specifics.

Program Sustainability:

Imagine LA expects to maintain program sustainability by increasing our foundation grant support to new grantors through increasing our service to the DCFS TAY Families. This project will provide us with the opportunity to demonstrate the power of our mentorship program to a new, vulnerable population. We believe the evidence of success can open doors to additional grant and major donor funding streams to continue funding this very important work and allow us to tap into foundations that have previously not been part of our funding stream. Imagine LA has had amazing success in receiving a majority of our grants funded.

Program Evaluation:

Imagine LA will provide an annual report to DCFS and ICAN highlighting the progress of each family in the project, including the intended outcomes of the families served while in the program. This report will include:

- % of TAY Families who have maintained their permanent housing
- % of TAY Families who have returned to school or who have found employment
- % of children in the families with age-appropriate ASQ scored
- % of TAY Families with no new or repeat DCFS cases opened
- Highlights of successes and challenges with the TAY Families in the mentorship program

In addition, there will be a formal evaluation of the pilot project, to highlight the program's successes and challenges based on data driven outcomes to determine the program's effectiveness and replicability. The budget for the pilot project does not include the cost of the evaluation, which is expected to be funded through additional foundation grants.

Quality assurance and program oversight will be provided by the Associate Executive Director (AED). The AED will meet regularly with the FTM assigned to work with the TAY Families as well as oversee the weekly Case Review meetings discussing the TAY Families' specific issues.

We are excited about implementing the pilot project focusing specifically on existing DCFS TAY Families and seeing how our model can effectively impact and prevent child abuse and neglect for future generations of clients previously served by the Department.

We are available to provide further information or answer any questions your staff may have. We can be reached by email: Jill@ImagineLA.org or Rachel@ImagineLA.org or by telephone at: (323) 944-0210.

Sincerely yours,



Jill Bauman
President/CEO



Rachel Feldstein
Associate Executive Director

Enclosure (budget)



BUDGET

Pilot Family Mentorship Program for Pregnant and Parent TAY and their children December 16, 2014

The Imagine LA Family Mentorship Program will bring a village of consistent support and resources to 10 to 15 individual TAY parents and their 20 to 30 children (10 - 15 TAY Families) as they "exit the system" into long-term housing. TAY Families are particularly complex and vulnerable to homelessness and chronic poverty. The Imagine LA program has been built and proven to address and eliminate a family's cycle of homelessness and poverty and put the family firmly on a road to self-sufficiency, where every member of the family is thriving.

Unique to the Imagine LA program, and central to its success, is its professional staff's ability to highly leverage trained volunteer mentors, tutors and advocates as well as other private in-kind resources from the volunteer's organizations (e.g., faith communities, companies, and other affinities groups). Specifically, each family is matched with a team of trained volunteers (usually a core group of 5 plus others) that work with a family week-in-week-out for up to two years (averaging over 1,000 hours per family). In addition, the volunteers and their organizations often provide private services and donations including: internships & jobs, car repair, dental care, summer camp, legal services, special needs assessment and resources, child development and parenting classes, furniture and household items, back packs / school supplies, computers, new work and school clothes, and holiday gift baskets (ranging from \$5,000 to \$15,000 in value per family). Under Imagine LA staff's guidance and with the mentor's urging and accountability, these resources, along with other non-profit and government agency resources, are highly utilized.

Typically the value of the volunteer time and private resources that the Imagine LA Family Mentorship program brings to each Family ranges from \$25,000 to \$35,000 per family. Subsequently, for this pilot of 10 to 15 TAY Families, the projected Total Value of Volunteer and Private In-Kind Resources will be between \$250,000 and \$525,000. We have included these resources as part of the Pilot Budget below, highlighted in yellow.

Budget Assumptions:

1) Population served: 10 - 15 TAY Families - 10 to 15 adults plus and 20 to 30 children

- Serving up to 15 families, with a target of 10-12 families completing the full 2 year program, allowing for up to 5 dropouts
- Assumes average family size of 1 TAY parent and 1 to 2 children
- Families will enter program on rolling basis
- Pilot length could be 3 years, given rolling basis and potential drop-outs

2) Imagine LA Staff & Resources

- 1 Full time Family Team Manager (trains, guides and manages family and team)
- Other Imagine LA Staff:
 - Outreach Manager (recruits volunteer teams)
 - Program Coordinator (coordinates training, Family Fun Activities, Family Resources, data)
 - Associate Executive Director (manages Family Mentorship Program & Imagine LA operations)
 - CEO (oversight)

Pilot Budget		One year / or unit value of expense	Factor	Full Pilot value or expense
RESOURCES				
	VOLUNTEER AND PRIVATE IN-KIND RESOURCES	\$25,000 to \$35,000	10 to 15	\$250,000 to \$525,000
EXPENSES				
Personnel Expenses (salaries, taxes & benefits)				
	Family Team Manager	60,000	2	120,000
	Other Imagine LA Staff	25,000	2	50,000
	Subtotal	\$85,000		\$170,000
Direct Family Expenses				
	Emergencies (\$1,000 per family over course of program)			
	Car repair, medical, economic crisis, etc.	1000	15	
	Subtotal	\$7,500	2	\$15,000
Operating / Administrative Overhead				
	10% of Personnel Expenses	8,500	2	17,000
	Subtotal	\$8,500		\$17,000
In-kind Expenses				
	VOLUNTEER AND PRIVATE IN-KIND RESOURCES	\$25,000 to \$35,000	10 to 15	\$250,000 to \$525,000
TOTAL NET EXPENSES				\$202,000